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MEMORANDUM FOR: The Assistant Director/OCD  
FROM: Chief, Management Training Division, OTR(G)  
SUBJECT: Report on the Human Resources Program

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1. The initial phase of the CIA Human Resources Program has been conducted in OCD by [ ] and myself with eight groups of supervisors, a total of 140 individuals, from the level of division chief to unit chief, 10 November 1952 - 18 February 1953.

2. We have appreciated the opportunity to present this new management training program throughout your Office. We trust that the time given to it by the members of your staff will be justified by a catalytic effect in advancing the management objectives of OCD.

3. Attached is a set of the dittoed outlines that were distributed in the program. With the exception of page 1 for Group Meeting #2, the same outlines were given to each group of supervisors. Page 1 for Group Meeting #2 is a summary of the problems discussed in the first group meeting and in the individual conferences; it therefore differs somewhat for each group.

4. [ ] and I were impressed by the extent of your supervisors' support of training in the Agency and by the number of units which were working short-handed so that individuals might participate in the various training programs available.

5. As I stated in my interim report of 12 December, - you certainly have a highly motivated group of people, hard-driving in fulfilling their assignments and eager to make OCD an outstanding example of high production through sound management. It has been an extremely stimulating experience to work with them.

6. Although there was evident very real interest in the job at hand and in career service in the Agency, the opinion was frequently expressed that so much more could be accomplished if there were closer coordination of the existing human resources.

7. The target objective [ ] teamwork. Where there is teamwork [ ] basic proposition. The purpose of this compact supervisory training program is to assist each supervisor to achieve the quality of human relations in his organization that will result in teamwork. Although this objective is ambitious, it is generally recognized to be vital in the current development of the Agency.

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8. A concept of management, that can be generally accepted and generally applied by those with basic management responsibilities, has not yet been fashioned in the evolution of CIA. It is evident, I think, that there are not more than two or three individuals in the upper operating levels of CIA who comprehend the significance of human relations as the key to effective management. This is presumably due to the preponderant interest of those in top management positions with substantive as contrasted to administrative matters.

9. There tends to be confusion between the process of management and the fact of production. Executives apparently feel that if the product comes off the line in sufficient quantity, the method of getting the product is relatively unimportant. That, of course, would be a sound point of view if we were in a one-shot operation, waging a clean-up campaign, or meeting a single crisis situation. But a primary concern in the development of the Agency now is justifiably with building a strong permanent organization. In this endeavour sound management is of paramount importance. Since management is the process of getting work done through people, the quality of human relations is quite as critical as productivity in judging the effectiveness of management in CIA today.

10. As the estimate of two people from outside your Office, who have had the privilege of meeting the various levels of supervision in OCD through the Human Resources Program, I list six problem areas that appear to be impeding the development of the quality of human relations that I am sure you want in OCD. The first three problems are serious throughout the Agency. The last three apply more specifically to operations within OCD.

11. The first problem area is communication,-- functional communication between administrative levels, down and up; functional communication within working units; communication to achieve the participation of each member of the organization in planning as well as in executing the program of the Office. From our point of view, this appears to be the major management problem in OCD.

12. A second problem area, common throughout the Agency, is the necessity for clear definition of function of each organizational sub-unit. Such clarification of functions and responsibilities is often achieved by a planning staff which is able (1) to assist each organizational component to understand its specific job, (2) to maintain up-to-date revisions of functions in the continual evolution of a new and large organization, and (3) to effect clarification of working relations between each organizational component within the Office and with units outside the Office. The two thoughts, "a planning staff" and "staff planning", seemed to come up quite frequently.

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13. A third problem, diffuse but emphatic, is with reference to personnel operations. a. Supervisors feel that they should have a hand in the selection of employees they will supervise. (An accepted principle in modern personnel administration.) It was the consensus that if a supervisor is to be in fact responsible for an individual on his staff, the supervisor should participate in the selection of that employee. This would apply down to the lowest level of supervision. b. Supervisors were of the general opinion that new employees are not being briefed realistically, prior to employment, regarding the nature and conditions of their assignments in OCD.

14. A fourth problem concerns the space needs of certain operations. It is generally recognized that OCD has very serious space problems, probably some of the worst in the Agency. But the people working under these conditions can usually keep their chins up if there is evidence that someone is really doing something to improve their sweated lot. If they are given realistic assurance of the steps that are in process to improve the space situation, morale can be extremely high under very adverse conditions. This appears to be a problem that requires specific attention, particularly with the most routine of OCD's operations.

15. A fifth problem area is the question of the necessity for broadening the concept of need to know for service offices like OCD. It is generally recognized now that a tremendous amount of time and energy can be conserved if service people, who are meeting requirements, can discuss the requirements in detail with their customers. It is generally believed that such face-to-face discussion of requirements would save a great deal of the duplication of intelligence effort that is still frequent. The belief seems to be growing that service people need to know the individuals who are writing the requirements and need to know how the product is to be used. There are, of course, highly classified situations which would be exceptions to this rule, but they appear to be reasonably rare. This, I realize, gets into a moot area, but the problem is not peculiar to OCD alone.

16. The sixth and final problem noted here is the service function and when to say No. A fine attitude of Can do seems to be characteristic of OCD. The question is raised: Are there not times when division chiefs and branch chiefs must be willing to say No to an increasing avalanche of requests? Do division chiefs and branch chiefs now feel able to stand up to requirements far beyond the capabilities of their staffs and call a halt until the necessary policy decisions have been made regarding how much can be done?

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17. To summarize: I would hazard the suggestion that the basic rationale or reasonableness of OCD operations is not as well understood down the line as it must be if sound human relations for effective management are to be maintained. The solution would appear to be through personal communication, from the A/D down to the lowliest Indian, to the end that each member of the Office shall have the opportunity to participate in operational planning at his appropriate level of operations; so that each may understand the significance of his contribution to the total mission of the Agency; and so that there may be a sense of coordinated activity.

18. Follow-up meetings with the first four groups of supervisors in the program were held during the last week in January and the first week in February.

19. Since it is planned to conduct follow-up meetings approximately every six weeks with the eight groups of supervisors who participated in this program, [ ] and I would like to have an opportunity to talk over our experiences to date with you, [ ] and [ ] at your convenience sometime toward the end of next week. I shall call your office for an appointment.

20. May we express again our appreciation for the cordial reception given to the Human Resources Program in OCD, and our thanks especially to [ ] for making the necessary scheduling arrangements.

Enclosures.

cc. to Dir. of Tr. and Dep. Dir. of Tr.(G)

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